

STAT

25 March 1980

MEMORANDUM FOR THE RECORD

SUBJECT: Seminar Sponsored by Georgetown University
Center for Strategic and International Studies

1. On 24 March 1980 the undersigned attended a seminar sponsored by the Georgetown University Center for Strategic and International Studies (see attached flyer). The CIA was invited to send an observer to the seminar, which was held to discuss the subject, "Rebuilding the CIA." The panel consisted of Ray Cline, George Carver and Georgetown professor Roy Godson.
2. The event drew an audience of approximately 100 persons from the ranks of industry, government and academia, and was filmed by WETA television (channel 26). Each of the three panelists spoke for 15-20 minutes on the main theme and the last 20 minutes was devoted to questions from the audience.
3. In discussion of the pending charter legislation, the panelists unanimously opposed adoption of the "ambiguous 170-page" Huddleston Bill (S 2284), which was deemed to impose unacceptable specific and procedural restrictions on the conduct of intelligence. This "cumbersome legislative impediment" to the exercise of creativity, the panelists asserted, should be replaced by other approaches that provided positive incentives for the improvement of performance in the intelligence community. The three speakers expressed support for ratification of the "quick fix" Moynihan Bill. Mr. Cline suggested that no more than a page or two of legislation was required.
4. Messrs. Cline and Carver described what they perceived to be a seriously weakened CIA that would require, according to Cline, "at least two or three years" of optimum circumstances to recreate an effective organization. Blame for the debilitation of CIA was distributed among the media, Congress and the current Administration. Mr. Cline characterized the general downward trend in terms of weakened capabilities and human resources, lowered experience levels and morale, less authoritative analysis and reporting, and much reduced covert action--"all degraded by the difficulty of integrating various kinds of intelligence for the policymakers."

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5. Mr. Carver took a more intimate look at the causes of apparent desuetude in the CIA. The necessary human factor had been neglected in managing the Agency, he contended: Too many managers, not enough leaders. Too much regulation of analysts, who should be treated more like "artists." Insufficient inducements for experienced personnel to resist the growing bureaucratic advantages of retirement. The "dehumanizing" manner in which the FY 1977 personnel cuts were conducted "defied belief," he added. The policy of forced retirements ("flow through") depleted the ranks of experienced officers, who among other things were far more proficient in foreign languages than the new products of U.S. academic language institutions.

6. Mr. Cline made the following additional points without amplification but worthy of mention: (1) A Blue Ribbon panel should be created to explore CIA's problems; (2) The former CIA "old boys" should not develop a "party network" but should voice their own individual opinions, even though reflecting divergent views.

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Chief, Media Relations Branch
Office of Public Affairs

Attachment: a/s

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The Center for Strategic and International Studies

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Cable Address: CENSTRAT

INTERNATIONAL SEMINAR SERIES

presents

"Rebuilding the CIA"

GEORGE R. CARVER, JR.

Former Deputy to Director of CIA for National Intelligence;
Senior Fellow, CSIS

RAY S. CLINE

Former Deputy Director for Intelligence, CIA;
Executive Director, World Power Studies, CSIS

ROY GODSON

Coordinator, Consortium for the Study of Intelligence;
Associate Professor of Government, Georgetown University

March 24, 1980

Third Floor Conference Room
The International Club Building
Washington, D. C.

4:00 p.m.

Welcoming Remarks by
Sterling G. Slappey
Director of Public Affairs,
CSIS

Presentations by Panelists

Questions and Discussion

5:15 p.m.

Conclusion of Seminar

Participants

Charles Ablard
Gage, Tucker, vom Baur

John Adler
World Bank

Yonah Alexander
CSIS

Dora Alves
CSIS

Brian Ams
Capital Strategic Services

Mike Andrews
Cook, Purcell, Hansen & Henderson

John Bedinger
Honeywell

Susan Berkwitt
International Business Affairs

Wayne Berman
CSIS

Lyn Bickel
CSIS

Ron Blais
CSIS

Art Burrows
AVCO Corp.

Charles Burrows
Castle & Cooke

Herman Bushman
Southern York County Corp.

Tom Callaghan
Ebasco Services

Arthur Callahan
Westinghouse

Herschelle Challenor
UNESCO

Gordon Chapman
Meridian House International

David Chu
Congressional Budget Office

Curtis Cutter
Interworld Consultants

Greg Davis
Dept. of Defense

Eleanor Dulles

Michael Dunn
Can Manufacturers Institute

Ray Firehock
Pacific Sierra Resources

Sam Francis
Heritage Foundation

Harry Frech
Olin Corp.

Bob Froehlke
HIAA

Jim George
House Government Operations Cmte.

Howard Greyber
National Science Foundation

Susan Grkovic
Synergistic Solutions

Robert Grovert
Northrop

Robert Harris
General Electric

William Hart
Columbia Gas System

Bill Heavey
Federal Energy Regulatory Comm.

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Joe Higdon
Capital Strategic Services

L. G. Houser
Westinghouse

Curt Huff
International Communications Ag.

Bob James
Bank of America

Hunt Janin
Dept. of State

A. W. Jessup
Exxon

Harris Jordan
Rep. Crane's Office

Peter Karlow
International Business Affairs

Stanley Kober
SRI International

Ernest Lefever
Ethics & Public Policy Center

Mark Lowenthal
Congressional Research Service

Harold Luks
Sen. Ribicoff's Office

Shuku Maeda
Japan National Oil Corp.

Robert Mahaney
Occidental Petroleum

William McSweeney
Occidental Petroleum

William Middendorf
Financial General Bankshares

Roger Miller
Ford Aerospace & Communications Corp.

Rafael Miquel
Dow Chemical

Jim Morrison
Esmark

John Myrah
Vought Corp.

Richard Nault
Honeywell

Jean Newsom
CSIS

Phillipe Newton
TRW

Lionel Olmer
Motorola

Bracha Oshratt
Embassy of Israel

Chris Papaconstadopoulos
GE Information Services

Victor Pisano
Library of Congress

Iris Portny
Dept. of Defense

Tom Reckford
Eaton Corp.

William Ringle
Gannett Newspapers

David Rivkin
Georgetown University

Jim Roberts
Lockheed

Jack Saalberg
PRC Information Sciences

Thibaut de St. Phalle
Ex-Im Bank

Herb Schandler
ALESA

William Searle
ACDA

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Bob Sewell
Dept. of Defense

Philip Shellhaas
IBM World Trade

Joe Simms
Latin American Daily Post

Sterling Slappey
CSIS

Captain Stolberg
USA

Dan Sutherland
Christian Science Monitor

Jean-Pierre Swennen
Crowell & Moring

David Taylor
Mobil Oil

Joseph Thach
Dept. of Defense

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Julia Davis Trainor
Atlantic Dateline

Edgar Twine
Atlantic Richfield Co.

Bart Walker
Fairchild Industries

Carl Wallace
Purolator

Nat Weissman
Booz Allen

Gerard Willis
Freedom Leadership Foundation

Peter Withers
Embassy of New Zealand

John Wolf
Caltex

Barry Zorthian
Washington-Baltimore Regional Assn.

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